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A young woman with long brown hair, wearing a blue and white patterned top and a light-colored cardigan, stands in a computer lab. She is smiling at the camera. In the background, several other students are working at their desks, looking at computer monitors. The lab has multiple rows of desks and monitors.

PHOTO | STEVE LASCHEVER

**Talent tug-of-war**

UConn civil-engineering senior Georgina Talbot has been offered a construction-industry job well ahead of her scheduled spring graduation. Talbot is active in the on-campus group, Engineers Without Borders.

Private-sector competition for engineers is growing in CT as colleges work to build labor pipeline. **PG. 16**



## Pitch Success

The 10 companies that recently participated in Connecticut Innovations' \$5 million VentureClash pitch competition said the chance of winning up to a \$1.5 million prize was appealing, but it wasn't the only thing that drew their participation. Find out what else made the effort worthwhile. **PG. 3**



## Fundraising Milestone

Farmington vaccine developer CaroGen has raised \$2.1 million to advance its Hepatitis B vaccine toward clinical trials. **PG. 5**

## Hartford's first — likely not the last — 'micro' apts. bow

By Gregory Seay  
gseay@HartfordBusiness.com

**H**artford has opened its doors to the first batch of tiny, or "efficiency-micro" apartments, as developer interest in building more units appears to be on the horizon.

Local developer Carlos Mouta, owner of Adrian's Tower at 360 Main St., won't say how much he invested refurbishing

the 1970s-era building he has owned since 2002, but he does say he spent about \$20,000 each just to create 14 first-floor living units from former retail space. All but a handful of Adrian's 114 units are occupied or are under deposit, he says.

But it's the six "micro" apartments — ranging from 300 to 425 square feet — that has Mouta most excited about

*Continued on page 18*



The Adrian's Towers complex, 360 Main St. in downtown Hartford, offers the city's first batch of "micro" apartments, ranging in size from 300 square feet to 425 square feet.

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# Entrepreneurs see ROI in pitch-challenge effort



By Matt Pilon  
mpilon@HartfordBusiness.com

**B**ritish entrepreneur Jonathan May has largely avoided investment pitch competitions, because he said they often aren't worth the time spent that could be put into recruiting more customers for his five-year-old software company.

But May, CEO of London-based Hubbub, which makes fundraising software for universities and nonprofits, made an exception for Connecticut Innovations' \$5 million VentureClash competition, which recently took place at Yale University.

The chance of winning up to a \$1.5 million prize was appealing, but it wasn't the only thing that drew May and the other 10 finalist companies to the pitch competition.

Time spent honing business plans and meeting and making connections with venture capitalists and other Connecticut corporate players proved just as valuable, said

May, who recently established a handful of U.S. customers and wants to grow his foothold here. Connecticut, located in a Northeast higher-education market many times the size of what May's used to back home, could be an ideal location.

"I think everyone who came here gained at least two customers," said May, whose company took second place and came away with a \$1 million equity investment from Connecticut Innovations (CI). "They should do this competition every year."

The contest was part of a new focus for CI to bring promising international companies to Connecticut. It resulted in deal offers to a half-dozen businesses hailing from six different countries.

CI regularly bets on startups — including \$31 million invested last year — but the contest allowed it to generate greater publicity and grow relationships with several major Connecticut companies, including Webster Bank, The Hartford, Synchrony Financial and

## VentureClash Winners

1st Place (\$1.5 million):

**Dream Payments**, Toronto, Canada

2nd Place (\$1 million):

**Hubhub**, London, England

Runners up (\$500,000 each):

- **AMP Credit Technologies**, Hong Kong
- **Streamdata.io**, Meylan, France
- **BondIT**, Herzliya, Israel
- **LindaCare**, Leuven, Belgium

"It was a smart way to invest five [million]," CI CEO Matt McCooe said. "Everyone loves to win. I think it creates a lot more interest."

Gov. Dannel P. Malloy dropped in during the Oct. 20 finals to give a brief speech. He said VentureClash is a way to highlight the array of financial incentives the state offers to entrepreneurs and companies.

"I think it's a great way for us to showcase Connecticut, and to quite frankly get a message out that I think has been hard to get out," Malloy told the audience.

He said that under his administration the state has invested in more than 2,000 companies, approximately 10 times the number before he took office in 2011.

## Value beyond money

May's comments about the ancillary benefits of VentureClash weren't unique.

As he waited on the competition's results,

*Continued* ▶

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Aengus Moran, director at Irish medical software maker CSIS, said his attendance had also been worth it, whether his company won or not (it didn't).

"It gave us exposure to what we need to do in the U.S. market and also how people think over here as well," Moran said. "Even if we don't achieve anything [in the contest], we know what to do next."

CSIS had already been exploring the U.S. market, and intends to come here despite not winning. Moran said the company may not have looked at Connecticut without the outreach CI made to various countries promoting the contest.

Brent Ho-Young, CEO of Canada-based Dream Payments, which netted the top prize of a \$1.5 million investment, said the connections with VCs and others that he made during the contest and its preparatory "venture

camp" over the summer operated by The Refinery in Westport, made VentureClash a wise decision.

"Everything is about ROI and it's a big time commitment," Ho-Young said. "I looked at it and asked 'even if we don't win, should we do this program?' It was an obvious 'yes.'"

McCooe said that he and his team felt it was crucial to offer additional value to contestants in order to make the competition a success.

"A lot of these companies want money, but what they really want are customers and relationships," he said.

For the companies that didn't win, McCooe hopes there still may be a future for them in Connecticut.

While the contest structure allowed for six winners, there were other future prospects among the 30 companies CI selected as semifinalists from the nearly 170 that applied.

#### CT presence will vary

There's still much to do before CI actually gives any money to its six VentureClash victors.

CI is conducting additional due diligence on its winning companies and its possible that not all of them will end up signing deals, McCooe said.

Those that do will be required to establish a presence and add employees (around 10 per company within two to three years) in Connecticut, he said.

CI could offer up to \$500,000 in grants to the companies for moving and other costs.

McCooe said he'd like to continue VentureClash next year.

"To build the brand and generate momentum, you need to commit to three years minimum to really get the impact," McCooe said. "I feel we're in for at least another year, but the [CI] board makes that decision ultimately." ■

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## Farmington's CaroGen looking ahead after \$2.1M fundraise

Vaccine developer CaroGen Corp. disclosed this month that it recently raised \$2.1 million, clearing a major hurdle on its path toward a clinical trial for its Hepatitis B treatment.

The Series A investment is the largest ever for the four-year-old biotech, and carries the potential for more future funding.

GP Fortune Investment Partners (GPFI), a subsidiary of China-based GP Healthcare Group, led the investment round and could ante up an additional \$7 million over the next three years, if CaroGen meets certain development milestones. Connecticut Innovations is also kicking in \$1 million, assuming its board approves the deal.

Under the agreement, GPFI would receive development and marketing rights in China for CaroGen's therapeutic vaccine for chronic Hepatitis B (HBV), should the vaccine make it to market. The technology was developed at Yale by John Rose.

Bijan Almassian, CaroGen's CEO, chairman and co-founder, said last week that he was pleased with the investment, which he has been working on for the past nine months.

"It was a lot of work," Almassian said.

He called GPFI an "ideal partner" and said the pairing would be mutually beneficial, giving CaroGen, which operates from UConn Health's Technology Incubation Program (TIP) facility in Farmington, needed resources to work towards a clinical trial in the next several years and



**Bijan Almassian wants to raise \$15 million in three years for vaccine maker CaroGen.**

provide hope of a treatment for the 74 million Chinese citizens suffering from chronic HBV. Worldwide, 248 million people suffer from the disease, according to a study by German medical researchers published in *The Lancet* last year.

There is a vaccine to prevent HBV, but no effective cure.

Founded in 2012, CaroGen had previously raised approximately \$800,000 in funding, including prior investments from CI totaling \$650,000.

Now, Almassian is already setting his sights on the next funding round.

Besides the additional \$7 million potential investment from GPFI, CaroGen is aiming to raise another \$8 million in 2017, Almassian said.

That funding would help CaroGen develop its broader pipeline of drugs, which includes treatments for Zika virus, C. difficile and colorectal cancer.

CaroGen has already had talks with some potential investors, including others in China, Almassian said.

— Matt Pilon

## Hartford ends parking-meter test

The city of Hartford has ended its six-month trial of electronic parking meters bristling with cameras and other electronics and will stay with its current meter vendor.

The Hartford Parking Authority (HPA) last December launched what it originally planned as a trial of about a dozen curbside meters from Municipal Parking Services, of Minnetonka, Minn.

Thirty-four of the units were installed in various locations, particularly curbside along Lafayette Street, fronting the Superior Courthouse. Originally, the test was to run 90 days but was extended through June, to give HPA more time to observe parkers' interactions with the test meters, as well as harvest reams of operating data from the experiences, said HPA CEO Eric Boone.

Among other things, the test meters were capable, on top of monitoring parkers' metered times in the spaces, of photographing parkers' license plates and accepting coin or plastic as payment. Ultimately, though, Boone said HPA determined the tested meters weren't what it wanted.

"The technology hits its full stride in a retail environment," Boone said, where parking turnover is frequent and more desirable. "You don't get to reap the benefits



**One of the test meters formerly installed outside the state Superior Court building on Hartford's Lafayette Street.**

of all the bells and whistles. ... We couldn't fully optimize it for the city."

For now, HPA has reinstalled on Lafayette Street the same Darth Vader-looking Parkeon electronic meters used on 1,600 of its curbside spaces citywide, Boone said.

— Gregory Seay

## SPOTLIGHT ON: BANKING



**Liberty Bank | Hamden, Connecticut**

PDS Engineering & Construction served as Design Build General Contractor for this Liberty Bank facility. The project also included a second floor of apartment units and two other tenant spaces on the first floor. The bank itself entails a teller area, offices, lobby, restrooms, break room, conference rooms, equipment rooms and an elevator.

### KEY FACTS

**Project Size:** 7,300 Square Feet

**Date of Completion:** 2014

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## BY THE NUMBERS

\$19,987

The state of Connecticut's debt per capita, which is the third highest in the country, according to Hartford-based investment manager Conning.

5

The number of proposed clean-energy projects that would be built in Connecticut under a three-state RFP, which announced selections last week.

\$1.48B

United Technologies' third-quarter profits, up nearly 9 percent from the same quarter in 2015.

6th

Connecticut's ranking — it's highest to date — in a biannual high-tech index published by the Milken Institute.

## TOP 5 MOST READ

on HartfordBusiness.com

- Beacon Falls fuel-cell park loses major potential customer
- CT climbs in national high-tech sector rankings
- Amid uncertainty, DEEP cans gas RFP
- UTC posts higher 3Q profits; boosts outlook
- Connecticut election ballots available online

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An Eversource crew works on a natural gas pipeline expansion.

## TOP STORY

## Amid uncertainty, state cans natural-gas expansion

Hamstrung by court and regulatory rulings in key New England states, the state's Department of Energy and Environmental Protection said it's canceling an RFP meant to increase natural-gas capacity in the state.

The developers of seven projects, including a \$3 billion expansion of the Algonquin pipeline called Access Northeast, had submitted bids in late June, vying to provide as much as an extra 300 million cubic feet per day of capacity for the region's gas-fired power plants.

But the mechanism by which developers and utilities wanted to finance the projects — building the cost of expanding gas capacity into electricity rates — was controversial and banned by courts and regulators in Massachusetts and New Hampshire.

DEEP said those states' decisions "have materially reduced the ability for the costs of projects to be shared among a substantial portion of the region's ratepayers."

"DEEP has consistently asserted that the problem of inadequate gas infrastructure is greater than one state can solve alone," the agency said in a statement. "Regional investment is necessary to ensure that no one state disproportionately bears the costs of addressing what is a problem endemic to our regional electric system. As a result, DEEP moved to cancel this RFP."



DEEP's Hartford headquarters on Elm Street.

## ENERGY &amp; UTILITIES

## Beacon Falls fuel-cell park loses major potential customer

A proposal to build the world's largest fuel-cell park in Beacon Falls was dealt a major blow last week when it lost a large potential customer — utilities in Connecticut and two neighboring states.

Danbury's FuelCell Energy disclosed in a U.S. Securities & Exchange Commission filing last week that the 63.3-megawatt project's developer — a subsidiary of O&G Industries — had informed FuelCell that its bid into a major clean-energy RFP had not been selected by a consortium of officials in Connecticut, Massachusetts and Rhode Island.

The developer had tapped FuelCell to manufacture, operate and service the fuel cells for the park.

Meantime, the overseers of that RFP process last week disclosed which bids had been selected. Of the 460 megawatts worth of projects, five would be located in Connecticut, including solar farms in Simsbury, Enfield, Brooklyn, New Milford and Canterbury. Being selected doesn't guarantee a project developer will ultimately sign a contract to sell its power to a utility company, as negotiations and regulatory approval of 20-year contracts are still needed.

## HEALTH CARE

## CT employee health benefit costs exceed national average

Total health benefit costs per employee increased 2.2 percent in Connecticut this year, about on par with the nation, to an average of \$13,910 per worker, according to results of Mercer's annual health benefits survey. But the cost was about \$2,000 more than the national average.

The cost includes both employer and employee contributions for medical, dental and other health coverage for all covered employees and dependents, Mercer said.

Nationally, total cost per employee rose an average of 2.4 percent, the smallest increase since 2013 and, before that, 1997, as more employees moved into

lower-cost medical plans, the global consultant said. The total cost averaged \$11,920 per employee.

Connecticut employers said that if they made no plan-design changes, costs would rise 5.9 percent next year, but they expect to hold their increase to 3.8 percent, Mercer said.

## ConnectiCare, St. Francis extend bundled-payment pact for hip, knee surgeries

ConnectiCare has extended its agreement with the Connecticut Joint Replacement Institute (CJRI) at St. Francis to offer a program for total hip and knee replacement surgery that features one bundled price for all of a patient's hospital-related and post-acute services, rather than a separate price for each episode of care.

In the last three years, more than 300 ConnectiCare members have participated in the Step Ahead Plan, which coordinates the treatment provided by the hospital, surgeon and anesthesiologist.

The Step Ahead Plan at CJRI is a collaborative effort between St. Francis Hospital and Medical Center, The Connecticut Joint Replacement Surgeons LLC and Woodland Anesthesia Associates PC.

CJRI inked its first contract for the plan with ConnectiCare in 2012. Since then, hospital stays for plan patients have decreased from 3.7 days to fewer than two days, and implant and consumable costs have declined, ConnectiCare said, adding that patient satisfaction scores have consistently exceeded the 95th percentile.

## ECONOMIC DEVELOPMENT &amp; CONSTRUCTION

## Cities, others land initial 'innovation places' grants

The state's CTNext program has awarded cities and other entities grants ranging from \$24,000 to \$50,000 to establish "innovation places," authorities say.

Besides Hartford, the cities include Bridgeport, Danbury, Meriden, Middlebury, New Britain, New Haven, Norwalk, Stamford and Waterbury.

Also included are the Thames River and Northeast Connecticut regions. Northeast Connecticut includes Tolland, Killingly, Putnam, Mansfield, Windham, Storrs, and Willimantic. Thames River includes New London and Groton.

Most of the cities and regions got \$50,000 grants each. Those getting less include: Danbury, \$24,000; Meriden and Middletown, \$25,000 each; Stamford, \$35,000; and New Britain, \$40,000, Connecticut Innovations said.

The cities and regions will use the funding to develop a strategic planning process to identify local conditions and then attempt to obtain implementation grants to build a master plan that identifies the resources and assets in each community (like a hospital, university, research firm, or manufacturer) to create business opportunities for startups.

State lawmakers approved legislation earlier this year to create and fund innovation places throughout Connecticut.

## TECHNOLOGY

## CT climbs in national high-tech sector rankings

Connecticut has moved up from ninth to sixth in the rankings for the Milken Institute's State Technology and Science Index 2016 — its highest ranking in the history of the index.

Massachusetts held onto first place, followed by Colorado, previously ranked fourth, and Maryland, previously ranked second.

The states of California, Washington, Minnesota, Utah, Virginia and Delaware round out the top 10, said the institute, a nonprofit, nonpartisan think tank.

The index tracks and evaluates each state's tech and science capabilities and its success at converting assets into companies and high-paying jobs. Connecticut's rise is based on performance in related indices. The state's technology concentration and dynamism index ranking jumped from 21st to 10th.

Connecticut also moved up from 10th to eighth in the research and development inputs index; from 14th to 11th in the risk capital and entrepreneurial infrastructure index; stayed steady at third place in the human capital investment index; and climbed from 16th to 10th in the technology and science workforce index.

## BANKING &amp; FINANCE

## Windsor financial services firm acquires Salentica

Windsor-based SS&C Technologies Holdings Inc. is acquiring New York-based Salentica as it bolsters its financial services software capabilities, adding 30 employees.

The purchase price was not disclosed. Founded in 1997, Salentica provides client relationship management (CRM) and document management products for wealth managers on both Microsoft Dynamics CRM and Salesforce CRM platforms, according to its website. The New York City firm has more than 5,000 users.

## GOVERNMENT & POLITICS

### Report: CT credit quality lags compared to most of nation

Connecticut is ranked 47th in the country for credit quality, according to Hartford-based investment manager Conning.

Nationwide, states' outlooks have deteriorated from "stable" to "declining," Conning said in its 2016 State of the States report, with tax revenue headed downward, reserves falling, and expenditures growing.

Some of the factors contributing to states' struggles include political gridlock, falling revenues, uneven job growth and pension liabilities, the report said.

States that have fared better in Conning's view, including North Carolina, Colorado and New Hampshire, manifest strong economic performance, but those ranking at the bottom, including Connecticut, New Mexico, Kentucky and West Virginia, share large legacy costs with slower-growing economies that have hindered credit improvement.

One of the drags on Connecticut's economy is its economic debt per capita, which is the third highest in the country at \$19,987, outranked by Alaska at \$22,225 and New Jersey at \$22,196. This particular ranking reflects states at most risk of rising pension contributions, the report states.

### CBIA plots legislative priorities ahead of January session

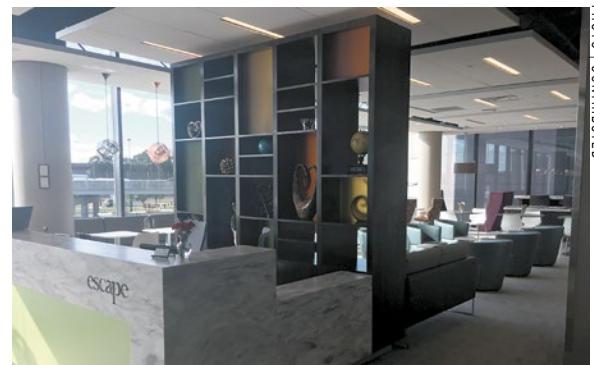
For the 2017 legislative session, promoting Connecticut's economic growth is as much about not enacting unfunded mandates or regulations that burden employers as it is about taking action to foster a more competitive economy, according to the Connecticut Business and Industry Association.

The CBIA released its 2017 legislative agenda last week, offering policy proposals focused on eight key areas, with sustainable state spending and tax policy heading the list. The others include: education and workforce development, energy, environment, health care, labor and employment, regulatory reform and transportation.

For the most part, there are no groundbreaking policy ideas in CBIA's agenda. Most concepts are things the business lobby has ad-

vocated for in the past, like urging lawmakers to restore fiscal stability and bolster business confidence by reforming state government, reducing the cost of services, stabilizing long-term state finances, and adopting tax policies that encourage private-sector investment.

## TRANSPORTATION



An interior view of Bradley's new Escape Lounge.

### Bradley opens high-end lounge

Bradley International Airport in Windsor Locks has opened a new high-end lounge for passengers.

Bradley's Escape Lounge features unlimited, complimentary food and drink for breakfast, lunch and dinner created by chef Tyler Anderson. His menu is influenced by his local restaurants, Millwright's, The Cook & The Bear and Chango Rosa Tacos.

Other amenities include stylish furnishings; private restrooms; flight information screens; free high-speed Wi-Fi; and a selection of newspapers and magazines.

Kevin A. Dillon, executive director and CEO of the Connecticut Airport Authority, said the lounge will serve nearly six million passengers a year at the airport, which recently underwent route expansion and added Aer Lingus flights. Admission is \$45 per customer, with reservations available by phone or online for \$40.

## WHAT'S AHEAD:

- 11/7 Focus: **Nonprofits**
- The List: **Nonprofit compensation**
- Nonprofit Profile: **Hartford Business Improvement District**

## CALENDAR

THURSDAY, NOV. 10

### Insurance Market Summit



Michael Rogers



Glenn F. Finch

The Connecticut Insurance and Financial Services Cluster's annual insurance summit this year will focus on the pace of the industry's innovation and change.

The Nov. 10 event runs from 8 a.m. until 4 p.m. at the Connecticut Convention Center and will explore industry shifts and showcase unique perspectives from global leaders, forward-looking experts and technological vanguard.

The event will feature panel discussions from top insurance industry CEOs and two keynote speakers: author and practical futurist Michael Rogers and IBM's Glenn F. Finch, global managing partner, cognitive and analytics.

Cost to attend is \$300 for individuals. Special table prices are also available. For more information or to register go to: <http://connecticutifs.com/>.



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A photograph of Dean Scanlon, a smiling man with grey hair, wearing a light-colored button-down shirt, leaning against a bar counter in his restaurant.

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—Dean Scanlon, owner, Revolution American Bistro



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## Looming OT rule changes pose added challenge for retailers this holiday season

**By Matthew Broderick**

Special to the Hartford Business Journal

**A**s president of the Connecticut Retail Merchants Association, Tim Phelan understands the challenges that internet sales pose to the state's brick-and-mortar retailers during the fast-approaching holiday shopping season. But this year, there's another looming pressure state and national retailers are facing: new Department of Labor (DOL) overtime rules that could hit retailers particularly hard at their busiest — and most lucrative — time of year.

Under the rule, which is set to take effect on Dec. 1, the Department of Labor is more than doubling the national threshold for overtime exemptions for salaried employees from \$23,660 a year to \$47,467.

"For small businesses that potentially increases their cost of doing business," Phelan said, noting many of his organization's small business members expressed frustration with the rule.

While nearly 2.2 million restaurant and retail workers alone nationwide are expected to be effected by this rule, the impact to Connecticut's retail sector may be less acute than in other states. That's because many retailers in the state — particularly small businesses — employ hourly workers to whom this rule doesn't apply. Additionally, being in a higher cost-of-living region like New England, salaries in Connecticut tend to be higher than the national average. In fact, according to compensation survey analysis from salary.com, the median retail store manager salary in the Hartford region is \$57,693, more than \$10,000 above the new exemption threshold.

Although the Nutmeg State might stack up nicely against a national measuring stick, the rule will still impact an estimated 27.6 percent of salaried workers earning below the new \$970 per week threshold. That's a concern for opponents of the new legislation, like Lizzie Simmons, senior director of government relations for the Washington, D.C.-based National Retail Federation, which opposes (and filed a lawsuit against) the new overtime rule and is working to get the DOL to at least delay its implementation.

"It's too much [change], too soon," Simmons said, noting that unlike past DOL shifts in overtime regulations, which have historically applied a regional cost-of-living to factor in threshold calculations, this new rule applies a one-size-fits-all approach that may prove unrealistic for many small business owners across the U.S. "These small

business owners and retailers don't have a magic pot of money [to increase salaried employees pay]," she said.

In fact, less than two months from implementation, many potentially impacted retailers, especially small businesses, remain largely unaware of the rule. "The awareness gap [about this rule] is huge," Simmons said. In August a survey by payroll vendor Paychex, which serves more than 600,000 clients nationwide, found that nearly half of all small businesses were completely unaware of the new DOL rule, and 31 percent were only somewhat aware.

Among the one in five retailers aware the new rule is coming, only 7 percent polled by Paychex thought it would impact their business. And how they planned to deal with that reality varied, with the more than one-third of businesses reporting they will transition employees from exempt to non-exempt status and 21 percent saying they will reduce employee hours to minimize overtime. Only

7 percent of employers polled planned to increase salaries of impacted employees to the new exemption thresholds.

And the financial hit to impacted employers and workers could be significant, Simmons said. Data from Oxford Economics predicts the new rule will cost U.S. retailers a collective \$745 million to comply. Meantime, 11 percent of salaried retail employees could have their hours reduced, costing them an estimated \$2.32 billion in wages.

But it's not just employee paychecks, Simmons says, that will be impacted. "For managers who were exempt or for young college graduates starting out, there will be less room for career development," Simmons said. "If an employee below the threshold goes to a networking event or travels to a conference that puts them over hours for the week, that's compensable OT," Simmons explained. "So fewer of those opportunities — which are important for career growth — may be made available by employers."

Phelan worries that more than just local, independent retailers will feel the pinch. In Connecticut, he noted, many national chain retailers such as Target and Walmart need to balance their overall bottom line and could potentially shift resources as a result of the overtime regulation.

Phelan said he hopes the latest DOL rule doesn't hamper the progress that's been made in the retail sector over the past seven years coming out of the Great Recession, which hit retail hard. He noted the sector now employs nearly 470,000 people and generates \$34 billion



**Tim Phelan, president, Connecticut Retail Merchants Association**

*Continued* ▶

## Q&A

# CT auto sales remain strong in changing dealership landscape

*Q&A talks about the state of CT's retail auto industry with James Fleming, president of the CT Automotive Retailers Association.*

**Q:** According to some projections, auto sales this year will be flat or below last year's record numbers. What are you seeing in Connecticut? How will sales be this year?

**A:** Connecticut's auto sales this year are very good and will likely push Connecticut's new car sales well into the \$11-billion range surpassing the \$11.4 billion in sales recorded for 2015. Franchised new car dealers accounted for 20 percent of all retail sales in our state in 2015, which is the last full year for which

I have figures from the National Auto Dealers Association.

**Q:** How does an event like the Connecticut International Auto show being held Nov. 18 to Nov. 20 at the Connecticut Convention Center in Hartford help sales? Do attendees turn into customers? Are auto shows still relevant?

**A:** This year, 27 car manufacturers will showcase their latest models throughout the floor of the Convention Center. In addition, Harley-Davidson, Indian, Victory, and BMW motorcycles will be on display for the first time. Exotic cars and antique cars will also be on display. A variety of cars will be available for test drives. In addition, the Auto Show is excited to announce there will be an opportunity to test drive electric cars on Friday, Nov. 18 from 10 a.m. to 2 p.m. Plug in America and the Connecticut Department of Energy and Environmental Protection are partnering with the show to offer this event.

Auto shows are very relevant. National studies by the Association of Auto Shows for North America (ASNA) confirm that attendees at auto shows are directly influenced by the show when purchasing a car: 64 percent of attendees say they are in the market to buy a car or truck in the 12 months after the show (up from 57 percent in 2014).

Fifty-six percent of attendees who purchased new vehicles post show said the show influenced their decision (from 51 percent two years ago). Over one in four auto-show attendees who planned

to purchase a car had their mind made up which brand to purchase when leaving the show.

Dealers in Connecticut support auto shows because it gives consumers the opportunity to see hundreds of vehicles at one time and in one place, and then compare and contrast the vehicles without any sales pressure. The nice thing about our auto show is there is no selling allowed on the floor, so it is an easy and relaxed place to see lots of great vehicles. We do believe that auto shows are still very relevant.

**Q:** How goes the battle against Tesla? As its sales get stronger, will more be done to allow the electric-vehicle manufacturer to sell directly to the public? Does it hurt the retail market when people have to go out of state to buy Teslas?

**A:** Tesla could sell with local dealers under existing laws in Connecticut. However, they choose not to. Dealers have invested millions in a franchise system and the physical dealership structures that go in that system through a deal with manufacturers and regulators. This system protects the consumers if something goes wrong with the car, fosters local competition amongst dealers, and creates a balanced system between manufacturers and local dealerships.

Connecticut residents are able to buy the newest vehicles including zero-emission vehicles and hybrids from dealers across Connecticut, at all price ranges, and that are backed up by the best warranties. The Chevrolet Bolt, Nissan Leaf, fuel cell Toyota Mirai, Honda Fit, Chevy Volt, Mercedes-Benz C-Class, Ford Fusion, and the BMW i3 are currently in dealerships or will be shortly. The dealerships have the trained mechanics to work on these cars.

**Q:** Speaking of electric vehicles (EVs), how is the market doing in Connecticut? The state has invested heavily through the rebate program, known as CHEAPR, to offer rebates on electric-vehicle purchases. Would there be a

*Continued* ▶



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## THE LIST

# Largest shopping centers in Connecticut

(Ranked by gross leasable area as of Sept. 2016)

Rank	Shopping center	Gross leasable area (sq. ft.)	No. of stores	Anchor stores	Parking spaces	General manager	Owner	Year opened
1	<b>Connecticut Post Mall (1)</b> 1201 Boston Post Road Milford, CT 06460 203-301-2240; shopconnecticutpostmall.com	1,335,000	150	Macy's, Sears, Target, JCPenney, Dick's Sporting Goods, Cinemark Connecticut Post 14	5,400	Daniel Kiley	Centennial Real Estate	1960
2	<b>Westfarms</b> 1500 New Britain Ave. West Hartford/Farmington, CT 06032 860-561-3024; www.shopwestfarms.com	1,310,000	165	Nordstrom, Lord & Taylor, Macy's, Macy's Men's Store and Furniture Gallery, JCPenney	6,500	Kevin Keenan	The Taubman Co.	1974
3	<b>Danbury Fair</b> 7 Backus Ave. Danbury, CT 06810 203-743-3247; www.danburyfairmall.com	1,300,000	200	Macy's, Lord & Taylor, Sears, JCPenney, Dick's Sporting Goods, Primark, XXI Forever	NA	Maura Ruby	Macerich	1986
4	<b>Brass Mill Center &amp; Commons</b> 495 Union St. Waterbury, CT 06706 203-755-5000; www.brassmillcenter.com	1,200,000	140	Macy's, JCPenney, Sears, Burlington, Regal Cinemas, Shopper's World	5,583	Tony Guerrero	General Growth Properties	1997
5	<b>Westfield Trumbull</b> 5065 Main St. Trumbull, CT 06611 203-372-4500; www.westfield.com/trumbull	1,130,853	169	JCPenney, Macy's, Lord & Taylor, Target	4,436	Patrick Madden	Westfield	1962
6	<b>The Shoppes at Buckland Hills</b> 194 Buckland Hills Drive Manchester, CT 06042 860-644-1450; www.theshoppesatbucklandhills.com	1,000,000	120	Macy's, JCPenney, Sears, Dick's Sporting Goods, Barnes & Noble	5,144	Andrew Sufian	General Growth Properties	1990
7	<b>Westfield Meriden</b> 470 Lewis Ave. Meriden, CT 06451 203-235-3343; www.westfield.com/meriden	903,583	129	Macy's, Boscov's, Sears	4,065	Ken Sterba	Westfield	1971
8	<b>Crystal Mall (2)</b> 850 Hartford Turnpike Waterford, CT 06385 860-442-8500; www.simon.com/mall/crystal-mall	774,894	120	Macy's, JCPenney, Christmas Tree Shops, Bed Bath & Beyond, Sears	3,959	Karen Tarantino	Simon Property Group	1984
9	<b>Stamford Town Center</b> 100 Greyrock Place Stamford, CT 06901 203-653-9930; www.shopstamfordtowncenter.com	769,000	130	Macy's, Saks Off Fifth	4,000	Dan Stolzenbach	The Taubman Co.	1982
10	<b>Enfield Square</b> 90 Elm St. Enfield, CT 06082 860-745-7000; www.shopenfieldmall.com	767,000	78	Target, Sears, Enfield Cinema 12	3,412	Marty Pelosi	Madison Marquette	1971
11	<b>Lisbon Landing (2)</b> 160 River Road Lisbon, CT 06351 617-232-8900; www.lisbon-landing.com	560,000	17	Dick's Sporting Goods, Home Depot, Kohl's, Wal-Mart	2,467	NA (3)	WS Development	2001
12	<b>Killingly Commons</b> 581 Hartford Pike Dayville, CT 06241 914-644-8489; kiterealty.com	506,086	24	Lowe's, Target	2,764	Robert McGuinness	Kite Realty Group	2008
13	<b>The Shoppes at Farmington Valley</b> 110 Albany Turnpike Canton, CT 06019 860-693-3059; www.theshoppesatfarmingtonvalley.com	426,000	44	Kohls, ShopRite, Dick's Sporting Goods, Barnes & Noble	1,745	Denise L. Robidoux	WS Development	2004
14	<b>The Promenade Shops at Evergreen Walk</b> 501 Evergreen Way, Suite 503 South Windsor, CT 06074 860-432-3398; www.thepromadenadesshopsatevergreenwalk.com	352,396	60	L.L.Bean, Old Navy	1,969	Elizabeth Maheu	Evergreen Walk Lifestyle Center LLC and Buckland Road Retail LLC	2004
15	<b>Blue Back Square</b> 65 Memorial Road West Hartford, CT 06107 860-882-0678; www.bluebacksquare.com	310,000	39	Crate and Barrel, REI, Barnes & Noble, Cheesecake Factory, West Elm	1,883	Robyn Rifkin	Starwood Retail Partners	2008
16	<b>Clinton Crossing Premium Outlets</b> 20-A Killingworth Turnpike Clinton, CT 06413 860-669-3066; www.premiumoutlets.com/clinton	276,000	70	Saks Fifth Avenue OFF 5th, American Eagle Outfitters	NA	Christopher Durant	Simon Property Group	1996
17	<b>Cromwell Square Shopping Center</b> 51 Shunpike Road Cromwell, CT 06416 203-861-9000; NA	218,000	25	K-Mart, Pet Valu, Ruby Tuesday	1,284	Dave Gold	HB Nitkin	1972
18	<b>North Haven Commons</b> North Universal Drive North Haven, CT 06473 860-724-5944; www.kwagroupct.com	196,662	13	Toys R Us, Best Buy, Big Lots, Petco, Ulta Salon, Buffalo Wild Wings, Froyoworld	710	Richard S. Wilson Jr.	KWA Group	2008
19	<b>The Shops at Somerset Square</b> 140 Glastonbury Blvd. Glastonbury, CT 06033 203-861-9000; theshopsatsomersetssquare.com	115,000	25	Talbots, Ann Taylor	580	Dave Gold	HB Nitkin	1988

Source: Each shopping mall via survey. NA = Not available.

(1) Formerly Westfield Connecticut Post.

(2) Data are from 2015 survey.

(3) Position is currently vacant. The operation's contact is George Terrien, director of portfolio operations, 617-646-3266, george.terrien@wsdevelopment.com. The leasing contact is Micah Norton, 617-646-3274, micah.norton@wsdevelopment.com. The marketing contact is Holly Chambers, 617-646-3231, holly.chambers@wsdevelopment.com.

—Compiled by Stephanie R. Meagher.

To view the full list, please visit [HartfordBusiness.com](http://HartfordBusiness.com)

## Q&A: James Fleming

### market for EVs without the federal and state subsidies?

A: Dealers in Connecticut see the evolution to EVs coming and want to be part of it. They stepped up and provided free EV chargers for their customers to counter range anxiety,

which is a real concern for Connecticut consumers and drivers. Even with highly cost-effective home charging, we need a safety net of chargers that might be developed and operated by the electric distribution operators with prices set by the state to assure viability and cost effectiveness for consumers. Connecticut dealers make their charging stations available

to the general public and do so at no cost.

Dealerships are working hard to sell cars and educate consumers, but it is still a market in need of significant development. Only a small fraction of cars sold and driven are EVs and the dealers need help to effectuate this change until the technology gets cost competitive.

Connecticut dealers recognize their state

is a low-emissions state and are committed to addressing climate change; they want a bright and clean future for Connecticut. Even though there is no profit in zero-emission vehicles and there is a limited market and awareness, dealers recognize they are a key in helping Connecticut's clean-energy policies and therefore partnered to build CHEAPR and EV Connecticut. ■

## OT Rule Changes

### Retail Sector's CT Impact

472,518

CT jobs supported by retail

41,900

Retail establishments in CT

\$34.2B

Retail's total GDP impact in CT

SOURCE: NATIONAL RETAIL FEDERATION 2014 REPORT

to the state's economy, roughly 14 percent of Connecticut's GDP.

For his part, working in concert with the National Retail Federation, Phelan hopes that the Department of Labor — which received more than 293,000 comments from impacted employers across a variety of sectors during the 60-day comment period when the rule was proposed — will delay the effective date of the rule until after the new year and phase it in slowly.

Many Connecticut brick-and-mortar retailers, he thinks, have enough to worry about already in December trying to combat internet sales. ■

## EXPERTS CORNER

# Six guidelines for business holiday gifts

By Jillian Simms

**H**oliday gifts can be a simple way to strengthen relationships with key partners and business contacts. They can also be just one more distraction at the busiest time of year. Here are six questions to help you be certain that the gifts you send this year will be remembered and foster positive feelings.

### 1. Can the gift be shared?

Edible gifts can be a great way to include the entire staff, and it's likely most people will be able to partake. Make sure to include a card that can be displayed along with the goodies. A floral arrangement can be lovely as well — just be careful to send it early enough to be enjoyed before the office empties out for the holidays.

### 2. To whom should we send gifts?

A great rule for this is "suppliers are buyers." If your company supplies another company with a product or service, the holidays are an opportunity to show appreciation for their business. Of course, if you have a vendor, board member, partner or other professional contact who is special to you, a holiday gift is likely to be a delightful surprise.



Jillian Simms

### 3. How much branding is appropriate?

An overly branded gift can feel promotional rather than genuine. Subtlety is key, and some gift companies offer customized cards that are an unobtrusive way to include a logo. It's actually OK not to include any branding at all — just signing a card from your organization is sufficient. As long as folks can easily tell where the gift came from without being told, you're in the clear.

### 4. Where are the best gifts to be found?

Many nationally known gift companies provide lovely products. However, just a little bit of research can make your gift stand out among the popcorn tins and fruit baskets. A unique gift from a lesser-known vendor often feels more personal. Plus, the sense of discovery that comes with receiving a gift from a previously undiscovered brand or product can make your gift extra memorable. Sending gifts with Connecticut ties to companies elsewhere in the country is a great way to give them a taste of the charm of New England in the winter.

### 5. When should the gift arrive?

Arranging your gifts ahead of time can result in better deals and reduced shipping costs. Planning ahead also leaves time to collaborate with a gift vendor on something customized or a special order, which many companies — particularly smaller ones — will be happy to do.

By scheduling delivery of your gift in late November or early December, you can be sure it will not get lost in the shuffle. The holiday spirit will be fresh, and the staff won't yet be

overwhelmed with end-of-year deadlines. Finally, don't feel that your company's gift giving must coincide with winter holidays. Acknowledging a large order, kind referral, business anniversary, or other milestone can be an effective way to strengthen relationships through gifts.

### 6. Is giving to charity on behalf of partner organizations a good way to go?

What could be more noble than making a charitable gift in your client's name? Though perhaps the purest of heart, this kind of gift presents several possible pitfalls. It's great to support a nonprofit or eco-friendly business with your gift, but be mindful of charities that could have the potential to be divisive when making monetary contributions as gifts. If you do have a clear idea of an organization or cause that is important to your partners, consider if the whole staff will have the chance to share in the experience of your gift. For example, do they have an active company message board or break room where they can post updates about the rainforest area you've supported on their behalf? Ensuring that more than one person at the partner organization knows about and is excited by your gift is key.

The holiday season offers a wonderful opportunity to reach out to your clients and remain top of mind. A simple, thoughtful gift will show your partners you value them and their business. ■

*Jillian Simms is the founder of Gráinne Baking Co., a producer of handmade treats and granola.*

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## Wealthiest ZIP codes in Greater Hartford

(Ranked by Esri wealth indicators - 2016 estimates)

Rank	ZIP code/ City	Rank in CT	County	Population	Number of households	Average household size	Median household income	Average household income	Average net worth	Median home value
<b>1</b>	06092 West Simsbury	15	Hartford	4,375	1,452	2.94	\$147,067	\$192,439	\$2,389,546	\$397,651
<b>2</b>	06073 South Glastonbury	19	Hartford	5,719	2,036	2.80	\$133,295	\$182,785	\$1,827,496	\$428,650
<b>3</b>	06117 West Hartford	20	Hartford	15,701	5,607	2.53	\$107,611	\$156,578	\$2,084,066	\$354,803
<b>4</b>	06001 Avon	21	Hartford	18,657	7,264	2.53	\$118,129	\$169,384	\$1,805,026	\$414,845
<b>5</b>	06070 Simsbury	22	Hartford	15,048	5,588	2.65	\$124,334	\$165,757	\$1,804,917	\$348,327
<b>6</b>	06090 West Granby	24	Hartford	1,369	479	2.84	\$124,661	\$165,895	\$1,738,051	\$509,566
<b>7</b>	06060 North Granby	27	Hartford	2,760	936	2.94	\$114,869	\$164,294	\$1,570,790	\$342,290
<b>8</b>	06107 West Hartford	29	Hartford	19,321	7,721	2.48	\$108,773	\$151,146	\$1,670,242	\$361,338
<b>9</b>	06410 Cheshire	35	New Haven	29,499	10,036	2.68	\$111,895	\$139,765	\$1,565,255	\$349,055
<b>10</b>	06447 Marlborough	38	Hartford	6,745	2,400	2.77	\$113,687	\$141,041	\$1,463,095	\$312,713

Source: Esri's Updated Demographics - 2016 estimates, Esri TapestryTM Segmentation. This table lists, in rank order, the wealthiest ZIP codes in the Hartford region. ZIP codes with fewer than 100 households and a population of less than 200 were eliminated from the list. For further information, visit [www.esri.com/bizdata](http://www.esri.com/bizdata).

—Compiled by Heide Martin.

*To view the full list, please visit [HartfordBusiness.com](http://HartfordBusiness.com)*

## Wealthiest ZIP Codes in Connecticut

(Ranked by Esri wealth indicators - 2016 estimates)

Rank	ZIP code/ City	County	Population	Number of households	Average household size	Median household income	Average household income	Average net worth	Median home value
<b>1</b>	06883 Weston	Fairfield	10,404	3,413	3.05	\$200,001	\$286,722	\$3,617,261	\$937,379
<b>2</b>	06903 Stamford	Fairfield	15,109	5,182	2.88	\$183,528	\$255,426	\$3,490,747	\$855,651
<b>3</b>	06870 Old Greenwich	Fairfield	7,503	2,599	2.88	\$200,001	\$270,283	\$3,041,415	\$1,000,001
<b>4</b>	06820 Darien	Fairfield	21,580	6,860	3.14	\$200,001	\$268,636	\$3,004,771	\$1,000,001
<b>5</b>	06840 New Canaan	Fairfield	20,244	7,107	2.85	\$191,095	\$253,634	\$2,927,586	\$1,000,001
<b>6</b>	06897 Wilton	Fairfield	18,691	6,323	2.92	\$172,257	\$242,436	\$2,955,922	\$879,075
<b>7</b>	06612 Easton	Fairfield	7,623	2,591	2.94	\$147,675	\$218,030	\$3,302,468	\$733,091
<b>8</b>	06878 Riverside	Fairfield	8,460	2,819	2.99	\$173,652	\$244,947	\$2,856,986	\$1,000,001
<b>9</b>	06880 Westport	Fairfield	27,744	9,929	2.77	\$169,153	\$238,660	\$2,781,428	\$1,000,001
<b>10</b>	06853 Norwalk	Fairfield	3,751	1,436	2.61	\$153,615	\$228,394	\$2,929,234	\$987,342

Source: Esri's Updated Demographics - 2016 estimates, Esri TapestryTM Segmentation. This table lists, in rank order, the wealthiest ZIP codes in the state of Connecticut. ZIP codes with fewer than 100 households and a population of less than 200 were eliminated from the list. For further information, visit [www.esri.com/bizdata](http://www.esri.com/bizdata).

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# Sold barely a year ago, Six Central Row re-listed

Gregory Seay

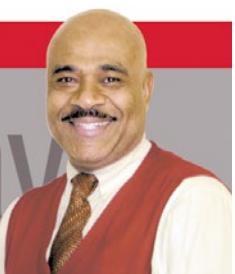


PHOTO / HBJ FILE



Downtown Hartford's Six Central Row.

The downtown Hartford historic office building known as Six Central Row that sold barely a year ago is back on the market, with the seller asking \$300,000 more than it paid, the listing broker says.

The 15,300-square-foot building sits between Travelers Insurance and The Hartford Trust building, 750 Main St., and directly

across the street from the Old State House.

New Britain commercial brokerage Amodio & Co. has the listing.

It is priced at \$875,000. Current owner State House Realty Inc. disclosed last January its purchase of the building for \$575,000.

Broker Eric Amodio said the owner invested an unspecified sum to spruce up the building's interior to accommodate a growing number of inquiries from existing and potential tenants. Upgrades included new LED lighting, new natural gas fired boilers, improvements to the common areas, stairwells and elevator.

Amodio said State House Realty's business model has changed since the acquisition, precipitating the sale listing. He did not elaborate.

The property currently has two tenants generating annual income of \$120,388, according to Amodio's listing.

## NE Seed's East Hartford relocation

New England Seed Co. has relocated from Hartford's North End to leased space in East Hartford, brokers say.

The commercial and garden vegetable, flower and herb seed company leased 9,170 square feet of a 200,000-square-foot, multi-tenant industrial building on 39 acres at 122H Park Ave.

NE Seed previously was housed at 3580 Main St. in Hartford.

Hartford broker Sentry Commercial represented NE Seed in the lease. Landlord Olympec East Hartford LP was self-represented.



PHOTO / CONTRIBUTED

408-426 Highland Ave., Cheshire.

## Cheshire med-offices available

A three-building medical-office campus in Cheshire has space for lease.

Cheshire Professional Park, 408-426 Highland Ave., has a combined 24,151 square feet of space — of which 7,450 square feet is available — on 2.58 acres accessible from I-691 and I-84, according to listing broker Reno Properties Group LLC.

Available suites range from 303 square feet to 2,080 square feet, Reno said.

In August, Reno Properties affiliate RPG Holding LLC paid seller 408-426 Highland Ave. \$2 million for the campus. New Haven broker CW Landmark Group represented the seller in the deal.

## Farmington sublease offer

A 3,200-square-foot Farmington office suite in the shadow of UConn Health is available for up to a two-year sublease, the listing broker says.

The first-floor space is in a two-story office building at 312 Farmington Ave. The current lease expires in April 2019.

According to Hartford broker Colliers

International, the space features include direct atrium visibility and access; like-new finishes throughout; large training room; oversized sidelights in all offices. Furnishings also may be available.

## Between Rounds' Vernon store

Between Rounds Bakery's second franchised location is coming to Vernon, the franchisor says.

New York franchisee Adam Wayne has leased about 300 square feet at 229 Talcottville Road for his store, according to Between Rounds founder Jerry Puiia.

Buildout of the store space, including a drive-thru lane, will begin soon, with opening set for mid- to late November, officials said. It will initially have three employees.

Between Rounds' first franchise store is at 206 Merrow Road in Tolland.

Three corporate stores are in Manchester, South Windsor and Vernon, at 243 Hartford Turnpike.

Between Rounds makes and sells breakfast and lunch sandwiches, fresh bagels and other fresh baked goods. ■

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# CT works to expand engineering pipeline

By Gregory Seay

gseay@HartfordBusiness.com

With seven more months to go until she collects her civil-engineering degree, UConn senior Georgina Talbot already has a job lined up.

But the 21-year-old Westport native won't be taking her skills into the red-hot aerospace sector, where Pratt & Whitney Co., Sikorsky Aircraft and their Connecticut network of smaller manufacturers and related vendors, too, are hungry for engineering talent.

Instead, she's joining Turner Construction in Connecticut, where she interned this past summer, at least for the next year or two. Turner says starting pay for its field engineers right out of college typically is around \$60,000.

Talbot, whose father is a mining engineer, said she's less into manufacturing and aerospace, but Pratt and other Connecticut producers have had success pursuing her peer engineering pupils and plying them with internships and jobs as well.

Talbot's ability to find work well ahead of graduation reflects the growing demand for engineers in Connecticut and the intense competition among employers of all sizes and industries — particularly manufacturing — to woo talent.

That demand has been accompanied by a steady uptick in engineering enrollment at many of Connecticut's secondary engineering schools, as colleges work with industry to strengthen the workforce pipeline.

Engineering enrollments, school administrators say, were trending up even before Groton submarine builder Electric Boat disclosed plans to hire 1,600 workers this year — including engineers — and thousands more in the next five years. Over the summer, East Hartford jet-engine builder Pratt & Whitney also announced its intent to bring aboard some 8,000 workers in coming years.

Sikorsky, too, is hiring in Connecticut.

While the pronouncements are welcome news for a state economy still wrestling to recover all the jobs lost in the Great Recession, they have sparked angst in some quarters, particularly among smaller manufacturers and their supporting cast of machine shops and other subcontractors. Privately, they worry about being unable to compete for talent against their larger, deeper-pocketed brethren who can often dangle better career opportunities, pay and benefits than they can.

"It's certainly not going to get any better with what Pratt and others are going to be doing," said Jerry Clupper, executive director of the New Haven Manufacturers Association. "We have the situation where more companies now include engineering in their services. We don't have enough engineers being graduated, particularly in the disciplines that feed manufacturing."

The reason is that manufacturing isn't the only industry experiencing a domestic and global revival of demand for its products and services. The commercial and residential construction, energy, environmental and

## CT Colleges' Engineering Program Enrollments\*

	2011	2012	2013	2014	2015	2016
Central CT State	814	788	813	782	1,024	1,017
Trinity College	59	62	75	76	86	62
UConn	1,976	2,127	2,467	2,747	3,046	3,185
University of Hartford	424	496	564	592	666	664

\*UNDERGRADUATES ONLY; AS OF FALL SEMESTER

SOURCES: INDIVIDUAL COLLEGES

bioscience/biomedical sectors all depend on the problem-solving skills of engineers and are looking to fill open positions.

### Growing outreach

The Connecticut Business and Industry Association (CBIA), the pro-business lobby whose membership includes manufacturers of all sizes, three years ago conducted a study that found thousands of unfilled jobs in 16 separate skill categories, including engineering, said CBIA Vice President Bonnie Stewart.

To stem the shortage threat, the state, schools, colleges, companies and others are trying more and earlier efforts at outreach to potential engineers — as early as junior high school. The result is a reported spike in

engineering enrollment at many of Connecticut's leading engineering incubators.

Rather than vie among each other for engineers and other production talent, Electric Boat, Pratt and Sikorsky are among large employers working to expand the talent pool.

"The big guys are dependent on the little guys and the little guys are dependent on the big guys," Stewart said.

Electric Boat, for instance, participates in an alliance of large and small manufacturers who are reaching out to public high schools and the state's technical high schools and community colleges to stir youth interest in pursuing careers in manufacturing.

Recently, Congressman Joe Courtney announced that 92 percent of participants in a "manufacturing pipeline" workforce training

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UConn senior Georgina Talbot of Westport parlayed her summer internship with a major construction firm into a full-time job offer that she has accepted.

program run by the Eastern Connecticut Workforce Investment Board in tandem with a pair of community colleges have gotten jobs. That includes 148 graduates who have been hired or offered jobs at Electric Boat.

Pratt, too, is doing outreach. It partners in manufacturing and engineering programs, says spokesman Ray Hernandez, with Goodwin College, Asnuntuck Community College and UConn. It also has collaborated, he said, with the state Department of Economic and Community Development (DECD) through the Investing in Manufacturing Communities Partnership designation.

In early October, to mark National Manufacturing Day, the Connecticut Center for Advanced Technology (CCAT) launched an ambassador program, in which Pratt is a partner, to inspire

the next generation of advanced-manufacturing professionals, Hernandez said. CCAT is housed in space on Pratt's East Hartford campus.

"The demand for talent across the entire aerospace industry is fierce and we recognize the need for the workforce to develop these skills in order to stay competitive," Hernandez said via email. "... The success of the programs we support not only benefits our global workforce, but also our global supply chain — including our approximately 100 product suppliers in Connecticut — by broadening the pool of highly-skilled talent."

#### Pipeline buildup

So far, the sector's recruitment efforts appear to be taking root. UConn reports engineering enrollment has been trending up since

#### CT Manufacturers' Most Difficult Positions to Fill

In 2014, the Connecticut Business and Industry Association did a survey of the state's manufacturing workforce needs. The 246 respondents were asked to identify their most difficult positions to fill.

Tool & die maker	66%
CNC programmer	50%
CAD/CAM technician	38%
CNC machinist	35%
Engineer	34%
Machinist	33%

SOURCE: CBIA

2011. It has 3,185 undergraduate engineering students this year, up from 1,976 in 2011. That includes a range of engineering disciplines, among them electrical, mechanical, biomedical, computer science, and 3D/additive technology, said UConn School of Engineering Associate Dean and professor Daniel Burkey.

"The demand has been there," said Burkey. "Part of it is the commitment from the state, coupled with UConn's aggressive outreach to pre-collegiate students in Connecticut, particularly with under-represented minorities, including women."

Trinity College, Central Connecticut State University and the University of Hartford (UHart) also report an uptick in their engineering enrollments in recent years, for many of the same reasons.

Louis "Lou" Manzzone, dean of UHart's School of Engineering, Technology and Architecture, says that beyond their classroom and project work, its students are exposed to small and mid-size Connecticut companies that may one day employ them through internships and on-campus networking events.

UHart is among eight Connecticut engineering institutions whose students participate in an inaugural "manufacturing skills challenge" to, says Manzzone, who is a member of the Connecticut Technology Council's talent and workforce committee, "focus attention to the demand for engineering talent."

"It helps us to attract students," he said. "Second, it helps us retain them because they will look first for good jobs in Connecticut."

Flow Tech Inc., a South Windsor air-handling equipment vendor/installer, has networked with UHart's engineering and technology students. Flow Tech President Rich Harper said the networking helped his firm identify sophomore and junior engineering and technology students as summer interns, some of whom emerge as hiring prospects.

Still, nothing is guaranteed, Harper said. Of the dozen Connecticut college graduates Flow Tech has hired the past five or six years, only three remain.

"Is there competition for engineering talent? Absolutely," Harper said. "The biggest issue I see is people want to be in Boston, New York, Chicago. They don't want to stick around here."

Meantime, Talbot's job offer from Turner reflects, says spokesman Chris McFadden, its broad efforts at student outreach.

"We can't wait," McFadden said, "for the students to have a diploma in hand to reach out to them, to interest them in a career in construction, let alone with our company." ■

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► from page 1

# Interest builds for more area ‘micros’

prospects not just for his residential property but the entire Hartford region apartment market as a whole.

“I’m pleasantly surprised at how quickly we absorbed [them],” he said. “Given the chance, I’d do more [micro apartments] downtown.”

While a staple in high-priced cities like San Francisco and Chicago, the micro apartment concept only started taking hold in the East Coast several years ago, mainly in New York City and Boston.

Mouta and others say they are aware of developers’ plans for more Hartford micro apartments, but declined to identify them because the projects have either not yet applied to the city or are awaiting city approval.

Due to their compact size, Mouta’s furnished micros rent for \$825 and \$925 monthly, including hot water. By comparison, the tower’s larger, unfurnished 14 studio units, 84 one-bedroom and 12 two-bedroom units rent from \$995 to \$1,400 monthly.

All Adrian’s tenants share some common elements in the building, located just blocks from where UConn will open its new downtown campus next fall, such as a fitness center and a concierge. But the micros have some particular design and space-saving touches all to their own.

Mouta recently led a visitor on a tour of several completed micros. Stepping inside, one immediately recalls a hotel room, with the bathroom and a free-standing storage unit located next to the main entry.



(Clockwise) Carlos Mouta points out some space-saving features in his new downtown Hartford “micro” apartments, such as a sleeper-sofa and overhead storage cubbies. Staffer Maria Martinez shows an overhead convection oven.

Deeper into the unit, the many space-saving elements incorporated into it are instantly obvious. In addition to the pocket-door entry to the bathroom, overhead storage cubicles line one wall, above where the foldaway “Murphy beds” or convertible sofas sit.

Against the opposite wall is a wood table that seats two to four, yet when fully folded could fit easily into a golf bag. Matching chairs fold and are mounted on a nearby wall peg for storage.

The “kitchen” essentially is a countertop along the wall shared with the bathroom. An

upright fridge anchors one end of the counter, with a tabletop cooking surface built into the opposite end. Above the cooktop is a convection oven; a conventional stove-oven combination would have taken up too much space, Mouta said.

To save money, Mouta proudly boasts of harvesting the kitchen cabinets and storage cubbies from IKEA. All of his units, too, have stainless steel appliances, marble countertops, faux wood flooring, and extra spacious, handicapped-accessible bathrooms.

Mouta first bared his plans for “micro” apartments in the summer of 2014 before launching in March 2015 into renovating nearly every interior inch of the nine-story building.

Since then, he says other developers have expressed interest in creating micros in the Hartford region.

Hartford architects Herman Cortes-Barros and Natalie Sweeney, of Life Care Design Inc., blueprinted Adrian’s apartments. Sweeney says Hartford’s new land-use and zoning regulations promoting development of efficiency and micro apartments makes them more likely.

She said she is aware of one other local developer interested in putting micros in the city’s Parkville neighborhood, but declined to be specific, citing a pending development application with the city.

Mouta said a size diversity of living spaces can only be beneficial to the city.

“It allows people to afford to live in the downtown area,” he said. ■

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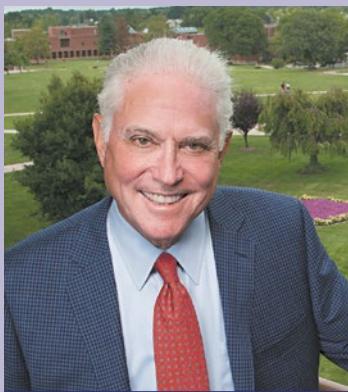
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Dr. Cheryl Oncken



Dr. Danielle N. Butto

### Pediatric oncologist, cancer researcher joins CT Children's, UConn, JAX

Connecticut Children's Medical Center, The Jackson Laboratory (JAX) for Genomic Medicine, and the UConn School of Medicine have made their first joint appointment: pediatric oncologist and cancer researcher **Dr. Ching C. Lau**.

Lau will serve as the medical director of hematology-oncology at Connecticut Children's; as professor at JAX, where he will specialize in pediatric brain and bone tumor research; and as head of the Division of Pediatric Hematology-Oncology in the Department of Pediatrics at the UConn School of Medicine.

Lau comes to Connecticut from Texas Children's Hospital in Houston, where he was head of the Cancer Genomics Program and Molecular Neuro-Oncology Laboratory, and was also co-director of the pediatrics program at the Dan L. Duncan Cancer Center at Baylor College of Medicine.

### UConn Health adds five physicians

Five physicians recently joined UConn Health with specialized training in ear, nose and throat surgery; hand, wrist and elbow surgery; orthopedic oncology; and bone marrow transplantation. They are **Drs. Daniel Roberts, Joel Ferreira, Anthony Parrino, Adam Lindsay and Jonathan Harrison**.

Roberts is an ear, nose and throat specialist and neurotologist who joins UConn from the House Ear Institute in Los Angeles.

Ferreira is an orthopedic surgeon specializing in the hand, wrist and elbow. Ferreira returns to UConn Health to practice with Dr. Craig Rodner, under whom he trained while a UConn orthopedic surgery resident, and with Parrino, who also had trained under Rodner.

Parrino is another hand, wrist and elbow surgeon who completed his orthopedic surgery residency at UConn. Lindsay is an orthopedic oncologist who specializes in treating benign and malignant tumors of bone and soft tissue in adults and children.

Harrison is hematologist and medical oncologist who arrives from the University of Missouri to restart the UConn Health Bone Marrow Transplant Division.

### UConn names chair of Dept. of Medicine

**Dr. Cheryl Oncken**, who has been interim chair of the Department of Medicine in the UConn School of Medicine since July 2015, now holds that position as chair and is no longer interim.

Oncken is a tenured professor with responsibilities in patient care, education, and clinical research. She is a professor of medicine and obstetrics and gynecology, and is an internationally recognized tobacco researcher. She's been at UConn Health for 22 years, the last 17 of which she has had continuous NIH funding for her research.

### Specialist in podiatric medicine joins St. Francis

**Dr. Danielle N. Butto**, a doctor of podiatric medicine, has joined the medical staff of St. Francis Hospital and Medical Center as a specialist in foot and ankle surgery and podiatric medicine with St. Francis Medical Group.

After completing an American College of Foot and Ankle Surgeons fellowship in reconstructive rear foot and ankle surgery at Ankle and Foot Care Centers at Kent State University College of Podiatric Medicine in Youngstown, Ohio, Butto is returning to St. Francis, where she completed a three-year residency.

### UHart names new director for Entrepreneurial, Women's Business centers

The University of Hartford's Entrepreneurial Center and Women's Business Center has appointed **Fred Wergeles** as its new director. An expert in strategic planning and competitive intelligence analysis, he brings a history of supporting the growth of business in Connecticut.

Wergeles has more than 25 years of experience managing intelligence collection and analysis in support of strategic decision-making for the federal government and Pratt & Whitney. In 2001, he opened his own practice, Fred Wergeles & Associates LLC, which specializes in strategic planning and competitive intelligence process improvement.

Currently an adjunct professor at the University of Hartford's Barney School of Business, Wergeles teaches market and competitive intelligence and marketing management in the MBA program.

### The Collins Cos. hires project manager

The Collins Cos., an industrial distributor of pipe, valves and fittings and engineered specialties serving the Northeast, has hired Russell Sweeny as project controls manager.

Sweeny comes to Collins with more than 20 years of project management and engineering experience, including project management work as a proposal manager for Pratt & Whitney.

Headquartered in East Windsor, The Collins Cos. is comprised of Collins Pipe & Supply Co., Collins Controls, Niagara Controls, Collins Niagara, and Power House Supply Co., with nine locations in New England, upstate New York and Aston, Pa.

### CDM Smith employee named board member of national construction group

The Construction Management Association of America (CMAA) announced that Brian McCarthy, who works in the Hartford office of engineering and construction firm CDM Smith, will serve as a national board member for the association.

McCarthy is an associate and a member of CDM Smith's program and construction management leadership team.

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Total Liabilities	\$803,697	\$818,234

##### REVENUES

Contributions & Grants	\$3,912,810	\$3,039,991
Program Service Revenue	\$183,783	\$196,568
Investment Income	\$3,311	\$2,809
Other	\$10,906	\$21
<b>TOTAL</b>	<b>\$4,110,810</b>	<b>\$3,239,389</b>

##### EXPENSES

Grants	\$0	\$0
Member Benefits	\$0	\$0
Salaries/Employee Benefits	\$2,371,625	\$2,524,376
Fundraising Fees	\$0	\$0
Other	\$1,699,227	\$1,658,120
<b>TOTAL</b>	<b>\$4,070,852</b>	<b>\$4,182,496</b>
<b>MARGIN</b>	<b>\$39,958</b>	<b>(\$943,107)</b>

##### TOP PAID EXECUTIVES (FY 2015)

	Base Salary	Total Compensation & Benefits
Oz Griebel, President & CEO	\$402,104	\$442,612
Nancy Wheeler, VP & Corporate Sec.	\$167,747	\$178,920
John Shemo, VP Economic Development	\$160,482	\$171,281

SOURCE: GUIDESTAR IRS 990 TAX FORM

PHOTO CONTRIBUTED



ConnectiKids Inc. received an **\$18,000** cash and in-kind grant from Comcast in support of the organization's tutoring and mentoring program, which matches over 250 individual tutors and mentors with over 250 students (shown left) each year.

• • •

The CT Food Bank will receive a **\$40,000** grant from the Harvard Pilgrim Health Care Foundation to support its farm-to-pantry program, which helps farmers grow excess crops for donation.

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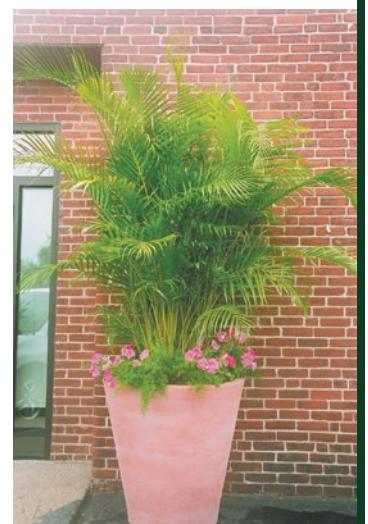


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**3Q 2016 Net Income:** \$271.5M

**Quarterly Profit Change:** \$36M

**Cash:** \$568.2M

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Vanguard Group Inc.	11,025,769	7.34
State Street Corp.	6,957,342	4.63

**STOCK WATCH (as of 10 a.m. Oct. 27)**

**Ticker Symbol:** SWK    **Stock Price:** \$112.79

**Market Cap:** \$16.97B

**52 Week Range Price:** \$88.72-\$124.86

**Outstanding Shares:** 150.43M

**CORPORATE SUITE**

Executive	Title	Salary	Bonus	Stock Awards	Non-equity Incentive	Total
John F. Lundgren	Former Chairman/CEO	\$1,350,000	\$0	\$5,907,366	\$2,731,725	\$18,014,264
James M. Loree	President/COO	\$835,000	\$0	\$3,279,902	\$1,092,690	\$6,566,324
Donald Allan Jr.	SVP/CFO	\$647,500	\$0	\$1,164,881	\$843,125	\$3,232,580

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**HealthCare**  
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**Thursday,  
 December 1, 2016**

**11:30 A.M. - 1:30 P.M.**  
**Connecticut Convention Center, Hartford**

**Tickets:** Single Ticket Rate: \$85 / Table of Ten \$800  
 (\$95 & Table of Ten: \$900 AFTER November 24.)



**Keynote Speaker:**  
**Dr. Michael Bourque,**  
 Senior Attending Physician, Saint Francis Hospital; Medical Director, Medical Aid to Haiti (MATH), Saint Francis Medical Missions

**Keynote title:** "Of Haiti, Hurricane Matthew and Heroes: Shared thoughts on mission life by Dr. Michael Bourque"

**See Finalist list online at [HartfordBusiness.com/Heroes](http://HartfordBusiness.com/Heroes)  
 Winners Featured in Special Edition Publishing: December 5, 2016**

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## EDITORIAL

# Land value taxation won't spur new development

**H**artford city councilors last week released a trial balloon on a new policy proposal that would increase taxes on owners of vacant downtown land, in an effort to spur development.

The proposal, according to the Hartford Courant, would allow the city to tap the state's little-known "land value taxation" pilot program, which was created in 2009 and refined in 2013. The program has never been used, but it allows the state Office of Policy and Management to grant three Connecticut municipalities the authority to levy higher taxes on owners of vacant or undeveloped parcels. The city would consider using it in a small section of downtown.

We have concerns about the policy, which has an overall goal of growing the grand list by promoting private-sector development. While we support measures that would encourage conversion of parking lots and other underutilized land downtown into residential, retail or office development, using a stick rather than carrot approach won't make up for the various economic conditions that exist in Hartford that discourage new development.

Ground-up development in the Capital City is nearly impossible without tax abatements and/or other government incentives because of Hartford's significant construction costs, limited tenant demand—particularly for office and retail space—and high property taxes. Ask any broker or developer that does business in the city and they will tell you rents that landlords can charge tenants (office, retail or residential) in Hartford don't support the costs of new construction, which can range upwards of \$300 per square foot.

That is why the Capital Region Development Authority has had to subsidize all the city's major apartment conversions in recent years, to help close funding gaps created by the gulf between what it costs to build new structures and what developers can profitably sell them for on the market.

Simply assessing higher taxes on property owners of parking lots or other vacant land won't change those economic dynamics. In fact, it will likely make it even more difficult for businesses to operate in Hartford and potentially lower land values—certainly not a way to grow the grand list. (It could also lead to higher parking rates as landowners pass on the added costs to their customers).

Land value taxation, which has gotten little use in the United States outside Pennsylvania, may help the city raise some extra tax revenues in the short term, but it certainly won't create a strong enough stick to all of the sudden encourage new development. There would need to be a much more comprehensive policy that promises tax abatements and other incentives to make projects economically feasible.

Hartford does use tax abatements to incentivize commercial development—particularly residential—but such deals are done on a case-by-case basis and aren't guaranteed.

Hartford's bifurcated tax system, in which commercial property is assessed at double the rate of one- to three-family homes, has already stunted private commercial investment in Hartford. It's hard to imagine how creating another, even higher tax bracket for certain landowners would make things better.

If the city truly wants to grow its grand list and encourage private-sector development, it must get its fiscal house in order, work to lower the mill rate and adopt a coherent economic development strategy that takes into account the true economic dynamics of the city. ■

► **If the city truly wants to grow its grand list and encourage private-sector development, it must get its fiscal house in order, work to lower the mill rate and adopt a coherent economic development strategy.**

## HARTFORDBUSINESS.COM POLL

Has Obamacare been a success or failure?

- Success
- Failure
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**Last week's poll results:**  
Can UConn men's/women's basketball maintain elite status outside a Power Five conference?  
**75% Yes**  
**25% No**

## OTHER VOICES

# Larson's regional transportation vision worthy of support

By David MacDonald

**C**onnecticut legislators and Hartford city representatives need to stand up, collaborate and support Congressman John Larson's \$10 billion vision to redevelop stretches of I-84 and I-91 through Hartford into tunnels.

The plan should be supported because it would encourage transit-oriented development and help reconnect the city, providing more development opportunities.

I understand the concerns about the financial feasibility of Larson's vision and I am not one to support excessive government spending. While I served on the Hartford city council as a member of the planning economic development and housing committee, for example, I opposed the baseball stadium deal on the grounds that it was a luxury we couldn't afford, and that it would seriously wound the city's financial position. Everything I predicted would go wrong two years ago has come true.



David MacDonald

I warned my colleagues to reject the risky proposal to build a \$60 million stadium in Downtown North and instead promote affordable, feasible and sustainable mixed-use, transit-oriented development in that area. We needed to focus on protecting our residential and business communities that were already struggling within the current tax rate.

Why should the city council, Connecticut legislators and transportation officials collaborate and support Larson's \$10 billion plan immediately? And why should you care? The answer is simple: Larson's vision encourages transit-oriented development, which is eligible for federal funding under public-private partnership rules through the Intermodal Surface Transportation Efficiency Act of 1991 (ISTEA). Transit-oriented development has been used successfully in many major U.S. cities and Larson wants to bring that track record of success to Hartford.

The ISTEA of 1991 is a federal law that posed a major change to financing mixed-use transportation planning and policy. The ISTEA signed into law by President George H. W. Bush presented an overall inter-modal (multi-modal) approach to highway and transit-oriented development funding with "collaborative planning requirements," giving significant additional powers to metropolitan planning organizations to generate more program income.

ISTEA defined 80 high priority corridors during the early 1990s to be part of the National Highway System. Connecticut's I-95 and I-91 corridors are listed. I-84 is not.

Larson understands transit-oriented development is about "smart growth" and reconnecting cities and towns to increase "location efficiency density" so people can walk, bike and take transit.

Transit-oriented development can also:

- Boost transit ridership such as CTfastrak and minimize the impacts of daily commuter traffic;
- Provide additional taxable property for the public and private sectors, and investment for new and existing residents;
- Create a greater sense of community and encourage tourists to come and visit the historic city of Hartford;
- Provide a richer mix of housing ownership, jobs, shopping and recreational choices sorely needed in Hartford, clustering our major attractions not yet connected along the I-91 corridor including the Xfinity Music Theater, Riverside Park, Riverfront Recapture, Connecticut Science Center, Marriott Hotel, Connecticut Convention Center, Front Street Entertainment District, etc.;
- Increase desired taxable property and seamlessly connect Rentschler Stadium and eventually connect visitors to the former Showcase Cinema's site where a casino and other development is under consideration;
- Expedite extending CTfastrak to UConn students, faculty and staff in Storrs.

Most importantly, since the city and state cannot afford infrastructure financing options for transit-oriented development on their own dime, collaborating on Larson's plan—which is already market and design tested—can still be made financially feasible using the private investment partnership design in the ISTEA process and by leveraging the \$5 billion Connecticut planners intend to spend redeveloping the I-84 viaduct in Hartford.

The current I-84 replacement planning neglects this once in a lifetime transit-oriented development, private investment opportunity that would reconnect Hartford to the Riverfront, South Meadows and Brainard Field and improve access and development along the entire I-91 high-traffic corridor. Larson's plan needs support from our state and city leaders. ■

*David MacDonald is the former chair of the Hartford board of education and former member of Hartford city council.*

## Send Us Your Letters

The Hartford Business Journal welcomes letters to the editor and guest commentaries for our opinion pages. Electronic submissions are preferred and welcome at: [editor@HartfordBusiness.com](mailto:editor@HartfordBusiness.com).

# Keys to building your personal brand

By Ken Cook

We are in the midst of one of the most bizarre election campaigns this country has ever been through. Both major candidates are known entities. They each have, over the years, built their own unique brand image, both through words and actions. You know what you get because they and their teams have crafted their messages to tell you what you get.

Each of us are no different, except our stage and context are smaller. You are your brand, and all that you say and do develops that brand in an ongoing, and hopefully evolutionary manner.

Your values are your brand. Your uniqueness is your brand. Your accomplishments are your brand. Your imagery is your brand. You are your brand. Are you happy with it?

The brand called you is your message to the world about who you are, what you stand for, and how you want to be perceived. Controlling that brand is entirely in your power.

So, how do you build your brand? How do you



Ken Cook

create and communicate an image that astounds people and makes you positively unique in people's minds every time they hear your name?

Begin with your message. As companies develop unique selling propositions for their products and services, people need to develop a unique brand message for themselves. Your message is not created out of thin air. Rather, it is borne out of a foundation of goals you set and value you deliver.

For example, the late Steve Jobs was at times branded with the terms revolutionary, ultimate entrepreneur, leading-edge technologist, or calculated risk taker. You can be assured that Jobs did not start out with these terms in mind. Jobs started with the goal of wanting to deliver a unique personal computing experience. He, along with his partner Steve Wozniak, applied their talents and skills to accomplish this goal.

Decades later, Apple Computer became one of the legendary success stories in business and Jobs evolved into a uniquely branded individual. But in the beginning, Jobs had a singular goal that was clear and defined. That goal provided context and a foundation for what would ultimately become Apple's success and Jobs' unique brand message.

A unique brand message also requires an understanding of the skills and value you deliver in the context of the goals you set. Are

you a skilled entrepreneur, a successful salesperson, a leading-edge technologist, a financial wizard? Think of the words that describe your skills and the value you deliver. If you're not happy with the current ones, reset your thinking and develop skills that you are happy with.

Once you have defined your message, package it. Visual images count, and first impressions matter. Create some style for yourself. Build imagery that makes you stand out in a crowd, and aligns with the values of your brand.

Jobs' imagery was cool, casual, but definitely in command. He empowered people to perform and contribute, yet he was autocratic if the effort strayed from his vision and attainment of the goal.

Jeans and a black turtleneck. Products that were elegant, simple to use, and memorably packaged. An annual show that was as much about the wow factor and amazing the audience as it was about introducing new products.

So you've figured out your unique brand message. You developed imagery that reflects

the message. Now tell the world. Communicate your brand. Approach it as a marketing and PR campaign. Think in terms of social media, a unique website or your own landing page as part of a corporate site, a blog, articles, speaking, email campaigns, etc.

Scour your web of relationships and reach out to them. Expand your relationships, connecting with the people who could be catalysts for your brand. Reach out with generosity, looking to help others through the value and skills you deliver. If you help someone else, they will talk about you.

Building the brand called you is an ongoing proposition. Work on it, refine it, and continue to expand it. A brand is a living entity that evolves because you evolve. You are your brand.

*Ken Cook is the co-founder of How to Who and co-author of "How to WHO: Selling Personified," a book and program on building business through relationships. Learn more at [www.howtowho.com](http://www.howtowho.com).*

## BIZ BOOKS

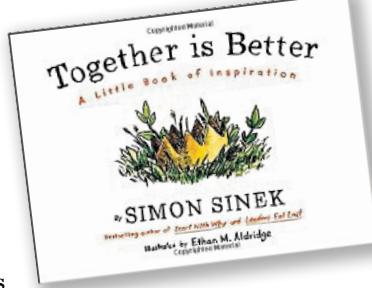
## Tips for how to be an effective leader, not ruler

**"T**ogether is Better — A Little Book of Inspiration" by Simon Sinek (Portfolio/Penguin, \$22).

Sinek, whose TED talks have been viewed by over 25 million people, tells the metaphorical story of three friends who stand up to the "king of the playground," and chart a different course for their days at play. The kids are employees; the king is the organization. The lessons learned are:

"Leadership is not about being in charge. Leadership is about taking care of those in your charge." The playground king bullies the kids into doing what he tells them to do. Through etched-in-stone job descriptions, procedures and processes, many organizations effectively bully employees into doing what they're told to do. In such situations, employees are viewed as expenses, not equity. There's no appreciation for the intellectual capital they add to the firm.

The "king" believes he knows what's best for his subjects. But by constraining and insulating their ability to contribute, the "king" limits employee engagement. Without engagement, there's little continuous improvement. Leaders who have confidence in their employees' abilities want ideas, creativity and innovation; continuous improvement (for themselves and the firm) becomes an integral part of their workdays.



Jim Pawlak



Sinek expands on the engagement focus with "Bad teams work in the same place. Good teams work together." You can't have an effective team without trust and collaboration. Create a vision, rather than a template, for achieving outcomes.

By letting the team figure out the "how," teammates recognize that dependence upon each other drives results. They put the team before their personal interests. They're also quick to share knowledge with other teams, which binds all teams together.

The bottom line: Leadership involves teaching, not ruling. As a teacher, leaders inspire others to reach their potential. When you trust people to do their jobs, they become leaders in their own right — they own their jobs.

•••

**Demystifying Talent Management — Unleash People's Potential to Deliver Superior Results" by Kimberly Janson (Maven House Press, \$24.95).**

► **Leadership is not about being in charge. Leadership is about taking care of those in your charge.**

employee interacts.

On the employee front, managers need input about resources (including assistance) needed to do the job. By using common denominators in employee input,

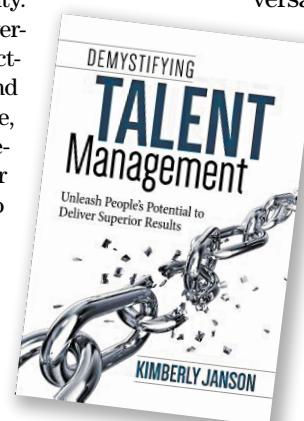
HR can develop training programs.

Relative to interaction, there's a performance-assessment guide; it deals with the manager's self-evaluation and those of other stakeholders. It comes with the following advice: "For any answer lower than nine, what are you going to do about it?"

Why the high standard? It's about aligning expectations of many inputs to create SMART. The "need to do" conversation explains the "why" to obtain employee buy-in.

Once there's agreement, the other conversations — "What do you need to grow?" "How are you doing?" and "How did you do?" flow. Janson believes these conversations need to be ongoing so there are no surprises; she provides numerous assessments to keep managers on track.

The key word: communication.



*Jim Pawlak is a nationally syndicated book reviewer.*

**OF NOTE****MICROTEL UNCASVILLE RECOGNIZED AS BEST OF THE BEST**

Microtel Inn & Suites by Wyndham Uncasville was recognized as one of Microtel's Best of the Best Hotels.

In celebration of the hotel's achievement, Konover Hotel Corp. was presented the award by Microtel and Wyndham Hotel Group leadership at the 2016 Wyndham Hotel Group Global Conference in Las Vegas.

• • •

**ROBINSON+COLE LAWYER ELECTED SECRETARY OF AMERICAN COLLEGE OF MORTGAGE ATTORNEYS**

The American College of Mortgage Attorneys has elected Robinson+Cole lawyer Norman H. Roos to serve as its secretary for the coming year. Roos is chair of Robinson+Cole's finance group and concentrates his practice on transactional and regulatory matters relating to the real estate and financial services industries.

**Please Note:** All electronic submissions for Accolades should be sent to [news@HartfordBusiness.com](mailto:news@HartfordBusiness.com). For more information about the Hartford Business Journal's Accolades Page, please visit [www.HartfordBusiness.com](http://www.HartfordBusiness.com).



Norman H. Roos

**CT CPAS PRESENT NEW BIKES TO UNDERPRIVILEGED CHILDREN**

► Representatives of the Connecticut Society of CPAs New and Young Professionals Group and the Foundation for Life Bikes for Kids program recently donated new bikes and helmets to 21 underprivileged local children. Funds for the bikes were raised at this year's CTCPA New and Young Professionals charity kickball tournament.

**AMERICAN EAGLE CREDIT UNION VOLUNTEERS WITH UNITED WAY**

► American Eagle Financial Credit Union employees volunteered their time renovating the Mosaic Group Home in Bloomfield. Annually, American Eagle partners with the United Way of Central and Northeastern Connecticut for their Year of Caring Project, where volunteers share their time and talents at a location in the local community that their company serves.

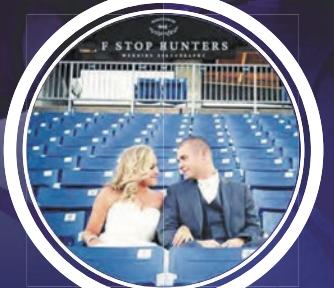
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# Family BUSINESS AWARDS 2016

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**Congratulations to the winners & finalists!**

1



2



**October 19, 2016**

**Casa Mia at the Hawthorne, Berlin**

**1** – Marianne Stowell and Jim Hickson from sponsoring company Berkshire Bank at their marketing booth

**2** – Attendees of the Family Business Awards network before the program begins

**3** – A Panel discussion on "The Keys to Running a Successful Business" started off the program; panelists from left to right, Jessica Reategui, Rego Realty; Kevin and Dario Quiros, Hartford Financial Management; Capri Frank, Miller Foods; and Moderator Greg Bordonaro, Editor of the Hartford Business Journal

**4** – Amy Peruti from Hughes Health & Rehabilitation in the 76 – 199 employee category, poses with sponsors, from left to right: Jay Rasmus, MahoneySabol; Ross Nelson, Cox Business; Winner Amy Peruti; Stephanie Dumont, Comcast Business; Peter Samson, Berkshire Bank; and Sulin Ba, UCONN School of Business

**5** – Joe Zwiebel, President and Founding Publisher of the Hartford Business Journal, welcomes everyone to the event

**6** – First place winner, Swede's Jewelers, accepts the award in the fewer than 25 employee category

**7** – Mike Paine, Sr. from Paine's Recycling and Rubbish Removal, accepts the award for first place in the 25 – 75 employee category

4



5



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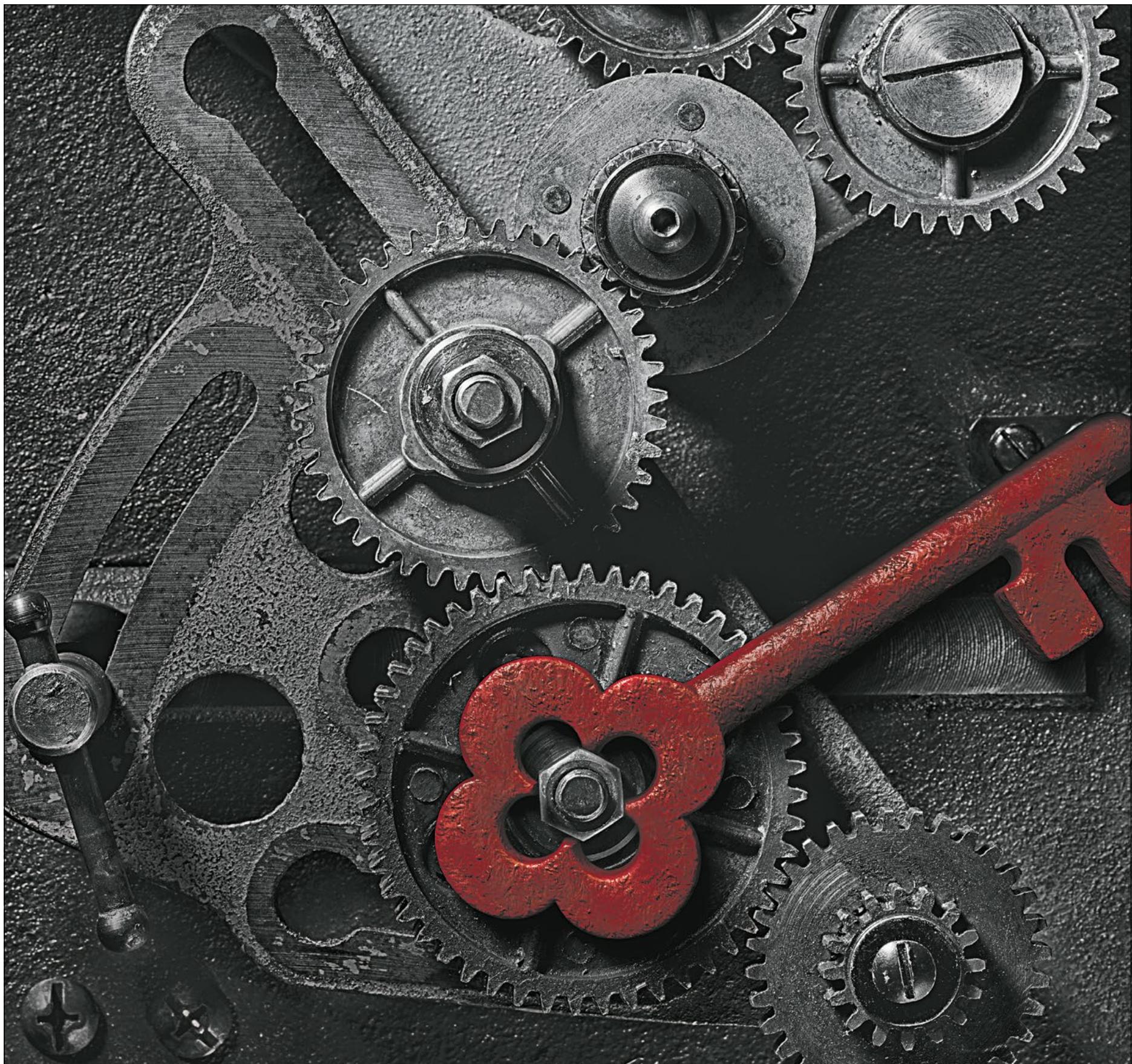
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